



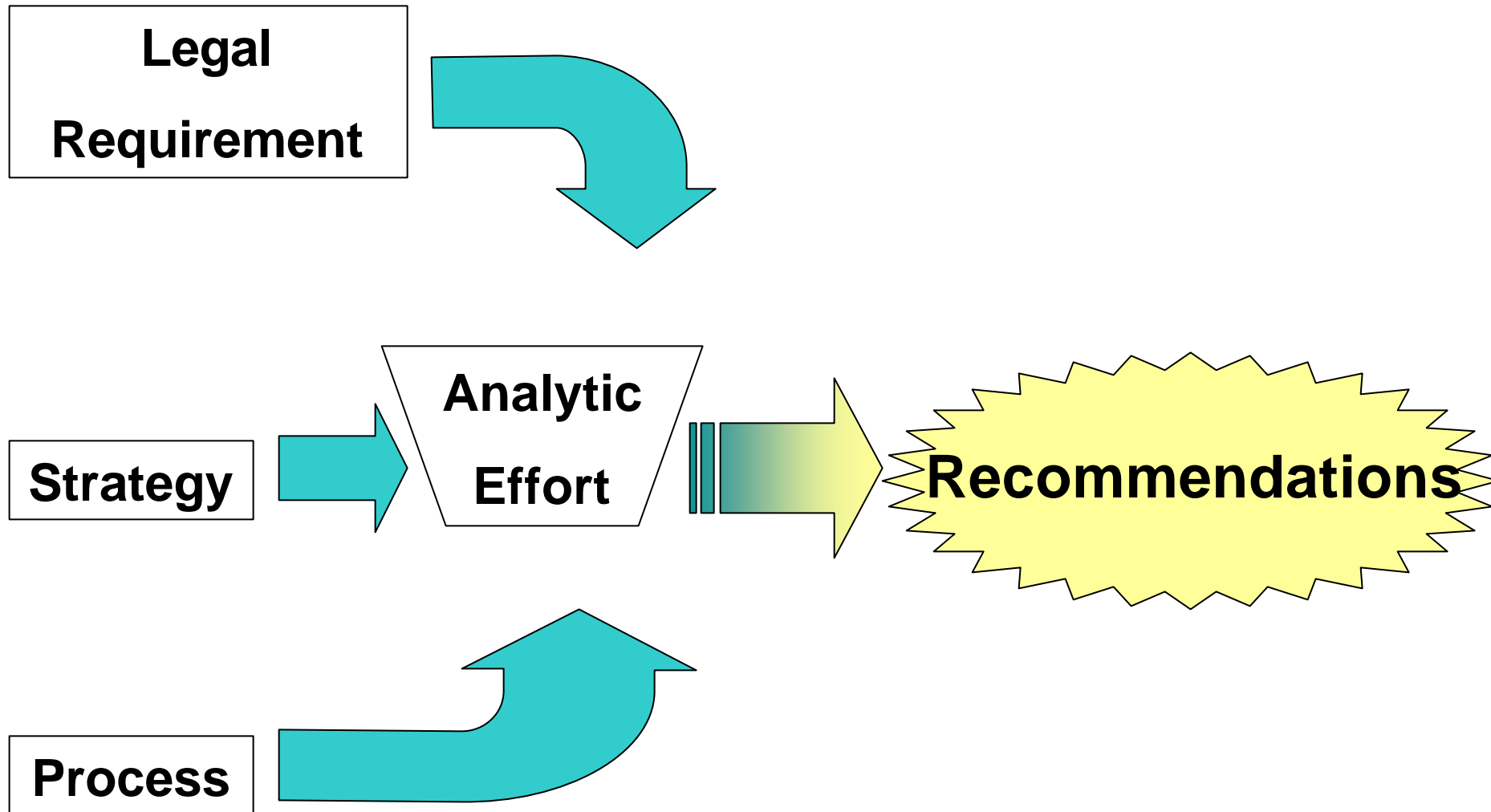
# **Department of the Navy BRAC Brief**



**May 11, 2005**



# Overview





# **Legal Requirements – Defense Base Closure and Realignment Act of 1990**

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- **Originally established 1991, 1993, 1995 Defense Base Closure and Realignment Commissions**
  - 2002 DOD Authorization Act added 2005 round
  - Some differences, but basic process the same
- **Fair and objective process**
  - All installations considered equally
  - Use only certified data
- **All decisions based on:**
  - 20 Year Force Structure Plan
  - Selection Criteria (Military Value Paramount)



# Legal Requirement – Selection Criteria

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- **Military Value**
  - **Current and future capabilities and impact on operational readiness**
  - **Availability and condition of land, facilities, and airspace at existing and potential receiving sites**
  - **Ability to accommodate contingency, mobilization, and future total force requirements**
  - **Cost of operations and manpower implications**
- **Other considerations**
  - **Costs and savings**
  - **Economic impact on community**
  - **Community infrastructure impact**
  - **Environmental impact**



# Strategy – SECDEF Tasking

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15 Nov 2002

- **“New force structure must be accompanied by a new base structure.”**
  - 2001 Quadrennial Defense Review
  - Combatant commanders’ overseas basing plans
- **Goals**
  - Eliminate excess capacity
  - Rationalize our infrastructure with defense strategy
  - Reconfigure our infrastructure into one in which operation capacity maximizes both warfighting capability and efficiency



# Strategy – DoD Principles

3 Sep 2004

- **DEPSECDEF's essential elements, or principles, of military judgment for the BRAC process**
  - Recruit and Train
  - Quality of Life
  - Organize
  - Equip
  - Supply, Service, and Maintain
  - Deploy & Employ (Operational)
  - Intelligence



# Strategy – DON Formulation

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- **Continue to rationalize/consolidate infrastructure capabilities to eliminate unnecessary excess**
- **Balance effectiveness of Fleet concentration with AT/FP desire for dispersion/redundancy**
- **Leverage opportunities for total force laydown and joint basing**
- **Accommodate changing operational concepts**
- **Facilitate evolution of force structure and infrastructure organizational alignment**
- **Identify savings that can be better applied to the Department's transformation and recapitalization needs**



# Strategy – DON Considerations

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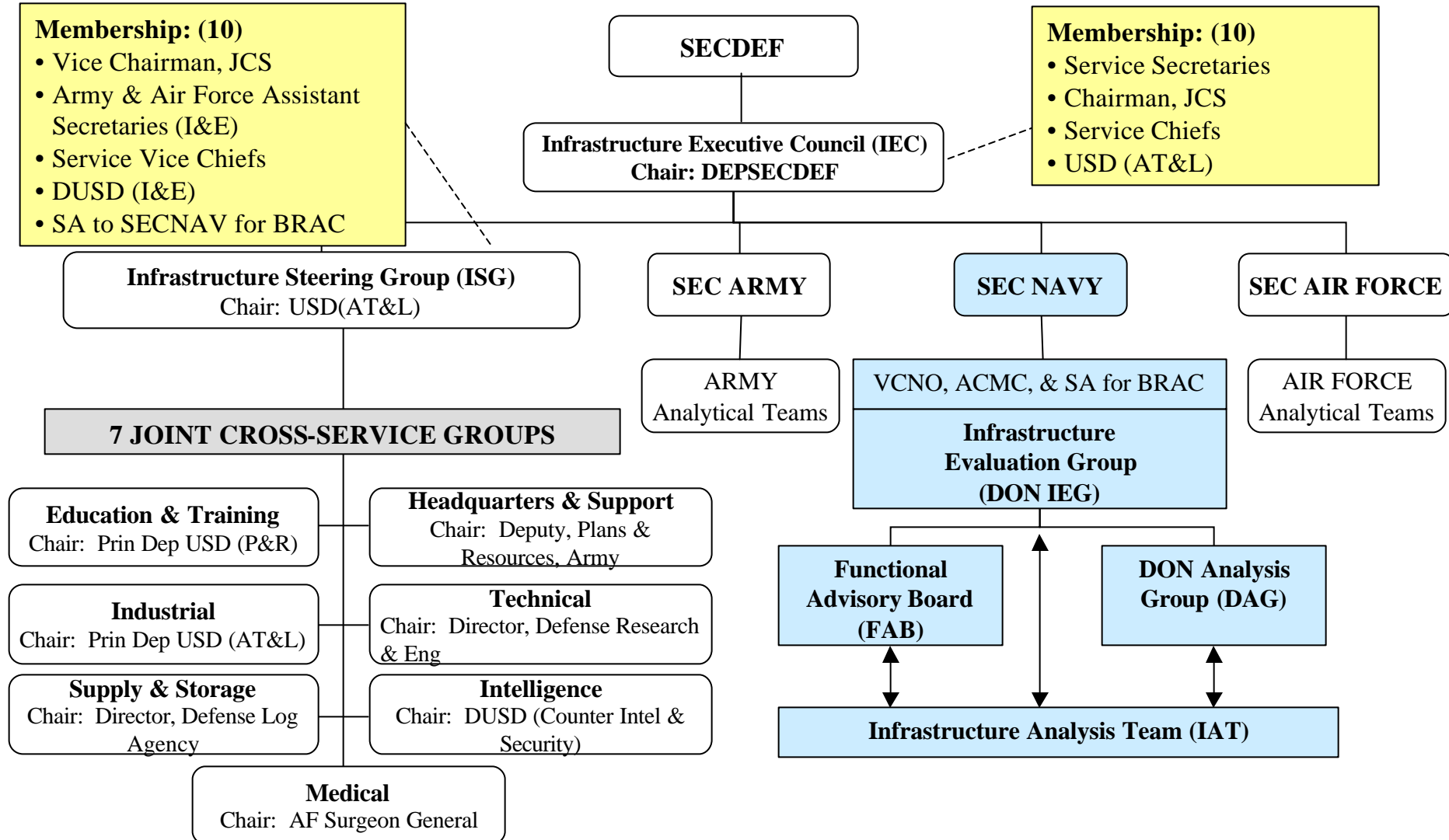
19 Aug 2004

- **Preserve operationally efficient access and proximity to support training and operational requirements**
- **Support the total force concept in the disposition of forces, training, and related Fleet support functions**
- **Maintain the ability to explore and sustain essential technological effort**
- **Ensure responsive maintenance support in proximity to concentrations of operational forces**
- **Structure dispersed and strategically placed Fleet basing capabilities**





# Process – Leadership & Organizations





Department of the Navy

765 Navy activities  
124 Marine Corps activities  
Total 380 "fencelines"

# Process – Scope of Effort

## DON and Joint Cross Service Group Review

### Education & Training

Officer Accession  
Recruit Training  
Professional Military Education  
*Flight Training*  
*Specialized Skills Training*  
*Professional Development Education*  
*Ranges*

### Industrial

Weapons Station Munitions  
Storage and Distribution  
*Maintenance*  
*Ship Overhaul & Repair*  
*Munitions & Armaments*

### DON Operational

Surface / Subsurface  
Aviation  
Ground

### Intelligence

*Intelligence*

### Headquarters & Support

Reserve Centers  
Recruiting Management  
Regional Support Activities  
*Civilian Personnel Offices*  
*Major Admin/HQs Activities*  
*Joint Mobilization*  
*Military Personnel Centers*  
*Corrections*  
*Defense Finance & Accounting Service*  
*Installation Management*

### Supply & Storage

*Supply*  
*Storage*  
*Distribution*

### Medical

*Education & Training*  
*Health Care Services*  
*RD&A*

### Technical

*Air, Land, Sea, Space*  
*Weapons & Armaments*  
*C4ISR*  
*Innovative Systems*  
*Enabling Technologies*

**Note: Functions in *purple italics* were primarily analyzed by the JCSGs.**



# Data Calls

- **The foundation of the certified data process**
  - DON process starts at the activity level
  - Full chain of command input and visibility of response
- **Capacity**
  - Single data call released to all activities on 6 Jan 04
- **Military Value (MilVal) (12 data calls)**
  - Targeted on a question by question basis
  - Like activities received same data call
- **Scenarios (450)**
  - Multiple data calls developed to identify possible alternatives or to refine previous data calls
- **Discrepancy Data Calls/Supplementals (3,500+)**
  - Continuous process to ensure the best data was used for analysis

**Resulted in 3.8M data elements**



# Process Steps

## RECOMMENDATION DEVELOPMENT

- Candidates for closure and realignment
- SECNAV, CNO, CMC take to IEC

## SCENARIO ANALYSIS

- Evaluation of actual actions necessary to accomplish scenario and comparison of similar scenarios
- Determines scenario's net present value (cost, savings, ROI) [Selection Criteria 5]
- Assesses potential impacts of action (economics, community infrastructure, and environment) [Selection Criteria 6-8]

## SCENARIO DEVELOPMENT

- Uses results of capacity and military value analyses to generate set of technically feasible alternatives
- Explores tradeoffs between reducing excess capacity and retaining high military value
- Starting point for application of military judgment to develop potential scenarios based on data, policy guidance, and input from DON military and civilian leadership

## MILITARY VALUE ANALYSIS

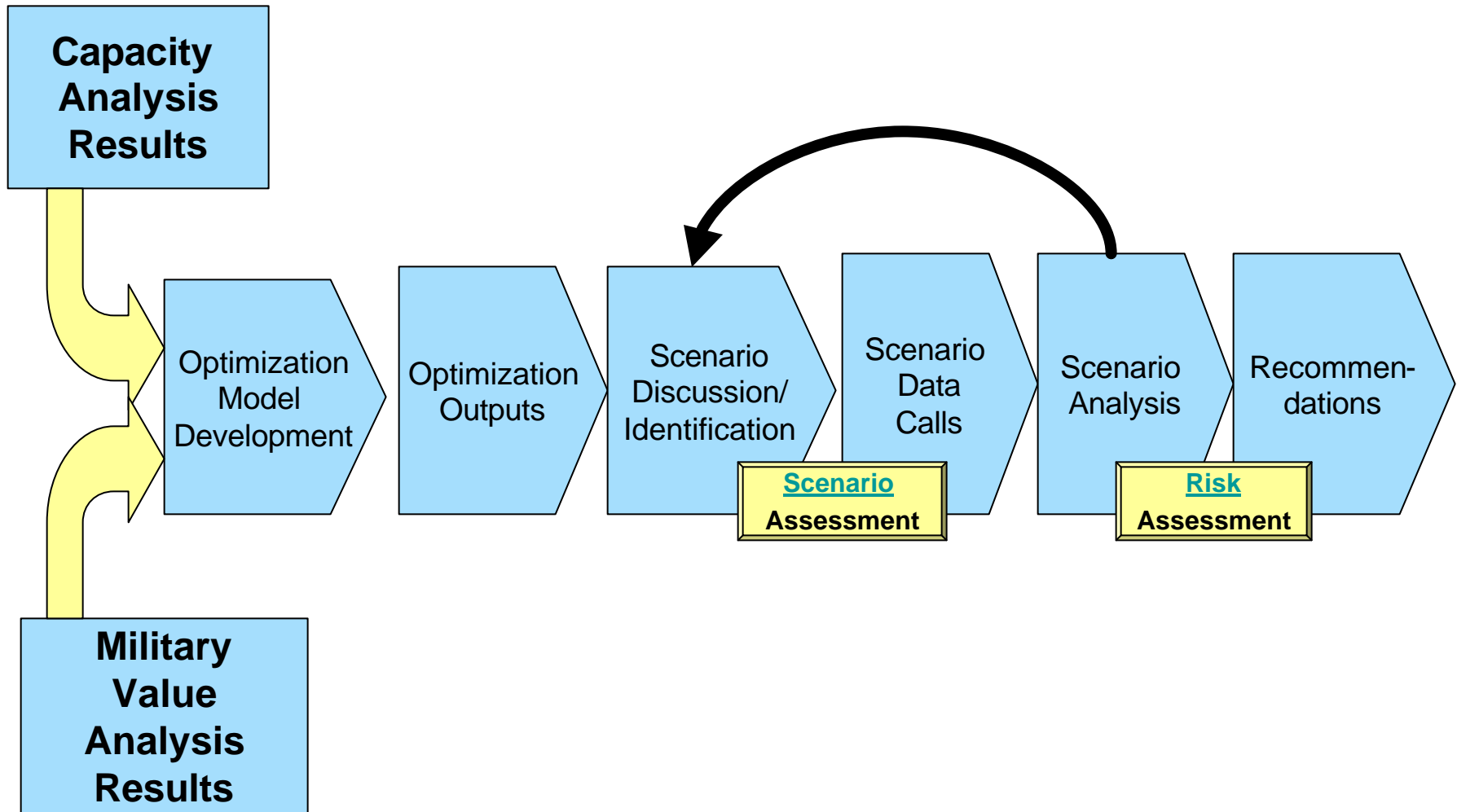
- Methodology to score an installation on the ability to perform a given function [Selection Criteria 1-4]
- Relevant only in comparison to other bases performing that function
- Make quantitative and objective what could be perceived as subjective

## CAPACITY ANALYSIS

- Objective process to compare 20-year force structure requirements with current capacity using a top-level capacity metric
- Determination of excess by function (e.g., ship berthing) vice installation category (e.g., Naval Station)



# Scenario Development Approach

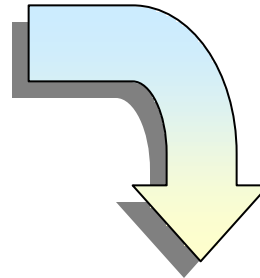




# Progression of Analysis

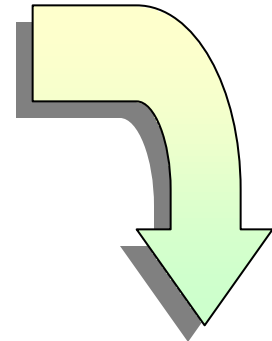
<b>Operational:</b>	<b>64 Activities</b>
<b>HQ &amp; Support:</b>	<b>421 Activities</b>
<b>Ed &amp; Training:</b>	<b>158 Activities</b>
<b>Industrial:</b>	<b>105 Activities</b>
<b>Supply &amp; Storage:</b>	<b>31 Activities</b>
<b>Technical:</b>	<b>62 Activities</b>
<b>Medical:</b>	<b>52 Activities</b>
<b>Intelligence:</b>	<b>19 Activities</b>

Capacity Analysis  
Military Value Analysis  
Optimization  
Scenario Development



**DON: 170 Scenarios**  
**JCSG: 280 Scenarios**

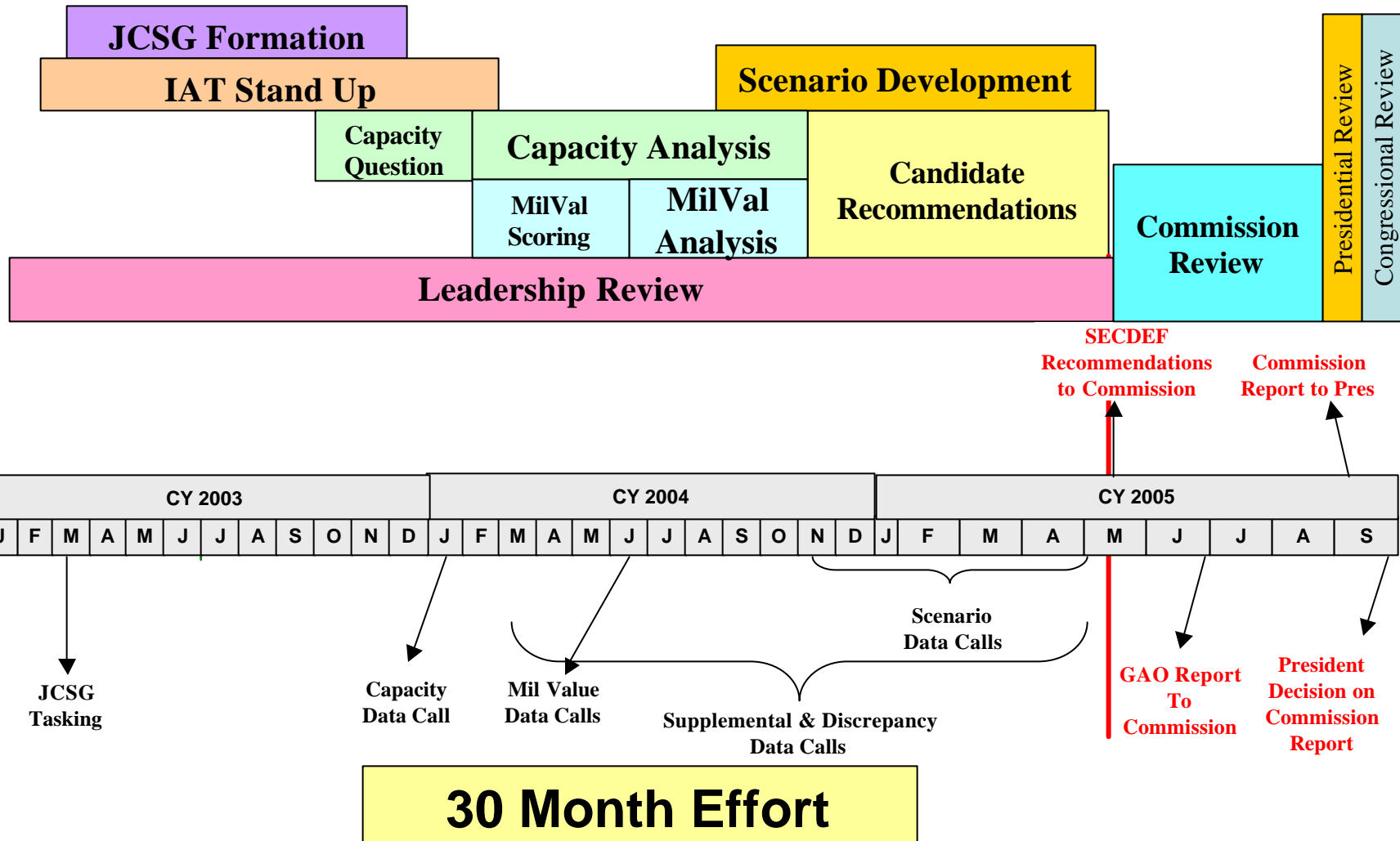
Scenario Analysis  
Costs & Savings  
Other Considerations



**Recommendations**



# Process - Timeline





# Anticipated Results

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- **Operational alignment and effectiveness improved**
- **Increase in Jointness**
- **Centers of Excellence**
- **Better business processes**
- **Reduction in “overhead”**
- **More realignments than closures**
- **Savings will exceed any previous BRAC round**





# Your Role

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- **Tools to better understand impact of recommendations**
  - Public Affairs Guidance
  - Website for information to include complete recommendation package [www.defenselink.mil/brac](http://www.defenselink.mil/brac)
- **Inform and support your PEOPLE**
- **Support the SECDEF's recommendations**
  - Process is not complete until the recommendations are law
- **Support the planning effort required for execution**



# What's Next

- 13 May – DoD report delivery to Hill & Commission  
SecDef press conference**
- 16 May – SecDef testimony to Commission**
- 17 May – Air Force & DON testimony to Commission**
- 18 May – Army and JCSG testimony to Commission**
- 19 May – JCSG testimony to Commission**

## **Projected**

- 23 May – July Commission & GAO visit bases  
Regional Hearings  
Staff review data & analysis**
- August Final hearings**
- 8 Sept Report due to President**



# Questions



# DON-0XXX

## Scenario Assessment

### Scenario Divergence

#### *Excess Capacity Reduction*

0: Significant capacity reduction (Closes an installation)

- 1: Some capacity reduction
- 2: Little or no capacity reduction

#### *Principles, Objectives and Considerations Alignment*

0: Operationally aligned

- 1: Aligned but independent of operational considerations
- 2: Minimal alignment (Not directly supported, due to elimination of "strategic redundancy")
- 3: No apparent alignment

#### *Transformational Options*

0: Resulting from a Transformational Option

- 1: Not resulting from a Transformational Option

#### *Function/Scenario Alignment*

0: Aligned with other functions/scenarios

- 1: Not aligned with or independent of other functions/scenarios (Neutral due to this being an independent scenario not related to any others)
- 2: Conflicts with other functions/scenarios

#### *Expansion Capability/Flexibility*

0: Significant ability to increase footprint

1: Limited ability to increase footprint

2: No ability to increase footprint

### Alignment Matrix

9-10				
7-8				
5-6				
3-4				
0-2			X	
NS XXX 27.51	Mean 56.29		NS YYY 64.92	NS ZZZ 72.58

Military Value Score: 64.92

Mean Military Value Score: 56.29

Military Value Ranking: 8 of 35



# DON-0XXX

## Risk Assessment

### Executability Risk

#### *Investment Recoupment*

- 0: Immediately self financing 0-1 years
- 1: Investment recoverable in 2-4 years
- 2: Investment is not recoverable in less than 4 years

#### *Investment/20 Year NPV to Ratio of Initial Cost*

- 0: Initial investment < \$100M and ratio is > 5 to 1
- 1: Initial investment < \$200M and ratio is > 3 to 1
- 2: Initial investment > \$200M or ratio is < 3 to 1 (ratio 1 to 81)

#### *Economic Impact*

- 0: Low direct/indirect job losses in community (<.1%)
- 1: Some direct/indirect job losses in community (>.1% and < 1%)
- 2: Greater potential economic effect on community due to single action or cumulative effort of all actions (>1%)

#### *Community Infrastructure Impact*

- 0: Receiving site community(ies) readily able to absorb forces, missions, personnel
- 1: Some potential impact on receiving site community(ies) but absorption likely over time
- 2: Impact on receiving community likely; uncertainty regarding absorption of forces, missions, personnel

#### *Environmental Impact*

- 0: Minimal impact at receiving site or no risk of executability
- 1: Mitigation at receiving site required but possible
- 2: Complex mitigation at receiving site probable; uncertainty about executability

**Issues: Issues cited by activities in data call, or review chain, including Quarterback.**

### Risk Matrix

9-10					
7-8					
5-6					
3-4			X		
0-2					
	1	2	3	4	5

### Warfighting/Readiness Risk

(0-1) Low Minor impact on manning, training or equipment

(2-3) Medium Reduced flexibility, but still mission capable

(4-5) High Significant impact, approaching point impact which affects capability to support/deploy forces

**COCOM Concerns:**